

DIRECTOR OF CENTRAL INTELLIGENCE
Intelligence Information Handling Committee

DCI/IC 77-1733
27 July 1977

MEMORANDUM FOR: Executive Secretary, Office of DCI

25X1 FROM : [] Chairman, IHC

SUBJECT : CIA Information Flow to the Executive
Office of the President

REFERENCE : DCI Memo to DDCI dtd 3 May 77, ER 77-7942 (C)

1. Paragraph 1 of referenced memorandum reported that Mr. Richard Harden of the White House Staff is examining the information flows to and within the Executive Office of the President (EOP) with the purpose of ascertaining whether automated information handling procedures could improve the present system of control of paper flow. One of the many external inputs to the White House is, of course, intelligence materials.

2. I called on Mr. Harden on 18 May to find out what he had in mind. He explained that with the assistance of staff from the Office of Science and Technology Policy (OSTP), he was developing flow charts to trace the current flow of information in the EOP. Mr. Harden and I exchanged views about generic problems to be faced -- such as document security, personnel training in use of computer terminals, storage and retrieval capabilities needed -- relative to such a new and rather complex system as might be envisioned for the EOP. He said he planned to have an Advisory Committee in being in mid-summer, and at that time he would be calling for more specific information from individual organizations. I reported this back to [] DDI, who shared action with me on the referenced memorandum, and we agreed that there was nothing further to be done pending a follow-on request from Mr. Harden.

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3. I have now been contacted by [] OSTP, and upon visiting him, he provided me with the materials attached to this memorandum. These include a sample report on this topic from the NSC Secretariat (NSC/S), which is at attachment 3.

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25X1 4. [] on behalf of Mr. Harden, that there now be prepared an unclassified paper, comparable to attachment 3, which "summarizes how CIA information systems support decision-making processes within the EOP" (see attachment 2, para. 3). The paper should be forwarded to Mr. Harden in the White House by 10 August.

25X1 5. Accordingly, will you please take action to assign this task within CIA. I will be available to the CIA action officer upon request if he desires to be put in direct contact with Mr. []

25X1 6. Since this request is a follow-up to an inquiry from Mr. Harden to Admiral Turner (see referenced memo), which I received from [] I am sending a copy of this memorandum to Cdr McMahon to complete the circuit and to let him know the present status of this matter.

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Attachments

- 1) Schematic, Presidential Decision Information Flow
- 2) Initial Tasks - Advisory Group on White House Information Systems
- 3) National Security Council Secretariat Document Tracking System

DCI/IC 77-1733
27 July 77

Distribution:

Orig - addressee

1 - [redacted] EA/DCI

1 - D/DCI/IC

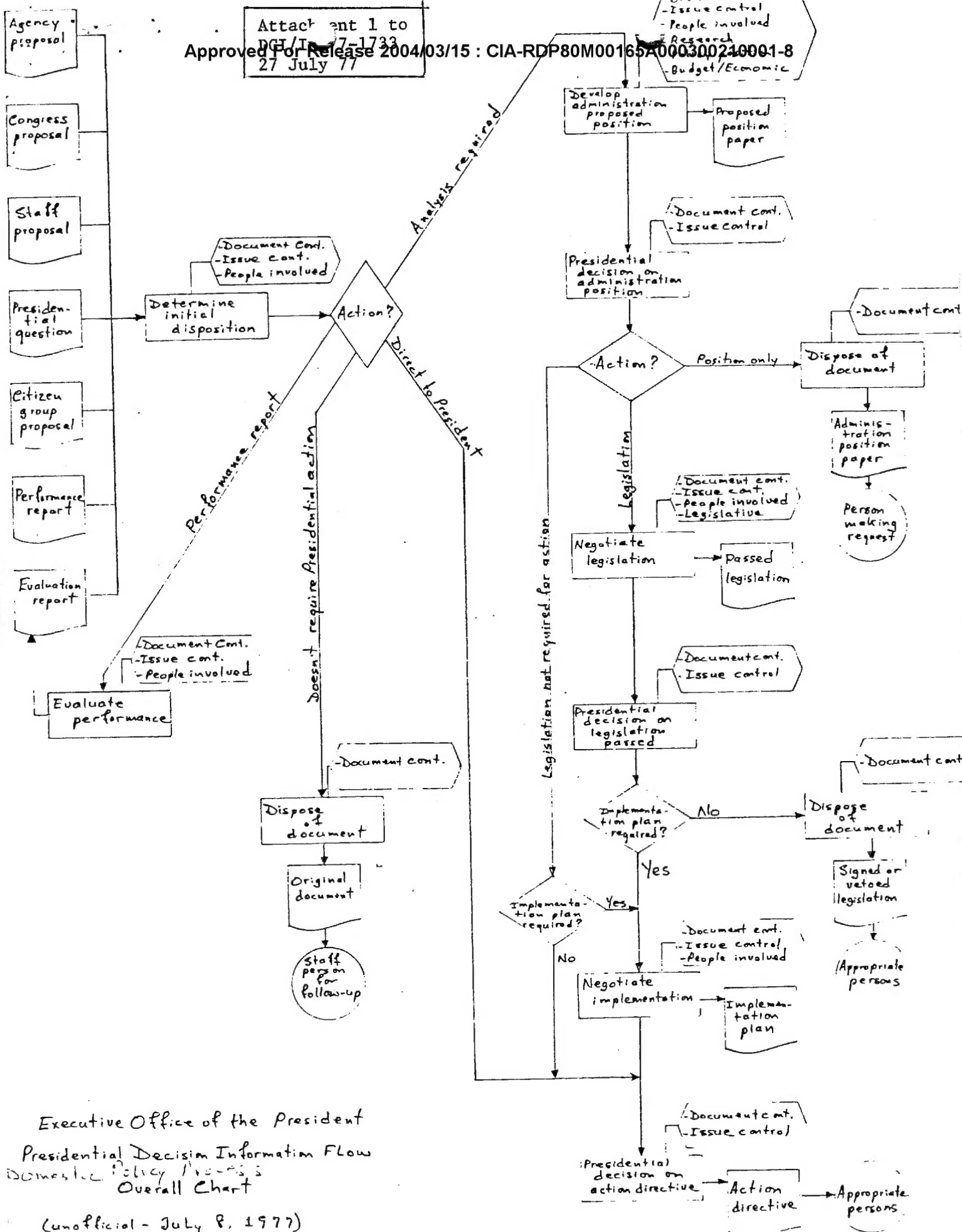
1 - Executive Registry

1 - IC Registry

1 - IHC Subject

1 - IHC Chrono

DCI/IC/IHC [redacted] (27 July 77)



Approved For Release 2004/03/15 : CIA-RDP80M00165A000300210001-8
Initial Tasks - Advisory Group on White House Information Systems

Background

The Advisory Group has been established to provide external advice on information systems which might support the decision processes of the White House and the Executive Office of the President. The principal White House functions have been identified and staffed. The organizational relationships of the EOP have been examined by the Reorganization Team and will provide a framework within which the information systems needs of the WH/EOP structure can now be examined.

Tasks

1. Description of user needs. The Group will be provided briefings from the key WH/EOP decisionmakers and their staffs to provide insight into perceived information requirements.
2. Description of decision process. The Group will be provided, through briefings and documentation, a description of the principal information flows and decision points in the WH/EOP system.
3. Description of existing information support systems. The Group will be provided with briefings and documentation describing existing information and data processing systems that support the various WH/EOP elements.
4. Recommendations. The Group will formulate recommendations on possible steps which might be taken to improve the supporting information systems. These recommendations will focus on mechanisms and processes that should be considered to:
 - improve the functioning and accessibility of existing systems
 - provide the basis for development of new systems to meet user needs
 - identify system options which might merit in-depth analysis

The Group will not attempt to undertake a full scale system design or to prepare a detailed analysis of specific systems, but rather will advise on ways in which the White House/EOP complex might make improved use of systems that are in place or are available within the state of the art.

National Security Council Secretariat Document Tracking SystemBackground

The function of the National Security Council (NSC) "is to advise the President with respect to the integration of domestic, foreign and military policies relating to the national security. The Council is composed of the President, Vice President, Secretary of State, and Secretary of Defense. It considers policies on matters of common interest to the departments and agencies of the Government concerned with the national security and makes recommendations to the President."¹ The Director of Central Intelligence and the Chairman of the Joint Chiefs of Staff are advisors to the Council. The senior operating official is the Assistant to the President for National Security Affairs, Dr. Zbigniew Brzezinski. The NSC staff, professional and support, numbers about 95 persons, and primary offices are in the Executive Office Building.

Purpose - Function

A Secretariat (NSC/S) of 11 people uses computer support for such functions as logging and control of Presidential and NSC correspondence, and related documents and official memoranda circulating among involved offices; preparation, dispatch and implementation of Presidential Review Memoranda (PRM), Presidential Directives (PD), other policy studies, decisions and directives, and NSC and related meeting data; receipt and registry of intelligence documents; and processing of Freedom of Information/Privacy Act/E011652 requests and reporting requirements.

The computer system is used by NSC/S for document control and tracking functions, but not for word processing or communication of the documents themselves. Ad hoc retrievals, especially regarding project status or current physical location of the paper file, comprise the bulk of the interactive terminal queries. Regular management status and other conventional lists are produced.

Applications

Three major applications account for most of the computer usage:

- Logging and control of Presidential and NSC correspondence and memoranda - ACTSTAT
- Preparation and compilation of NSC Presidential Review Memoranda - NSCIF
- Intelligence document input and retrieval

¹1976/77 United States Government Manual, p. 89

Operations

The first chart attached shows the elementary logical flow of both the ACTSTAT and the NSCIF applications. The second more detailed chart shows how this logic functions in the NSC decision-making process (both charts are over-simplified -- not all paths and reiterations are shown). Of about 100 pieces of mail received daily from all sources, about 75 to 80 are controlled by the ACTSTAT system. NSC/S status officers examine the incoming materials, making initial distribution and routing decisions, and give the correspondence or memorandum a working title. The communication medium is the conventional manila folder, covered by a buck slip containing much of the information kept in the ACTSTAT file. The folders containing the original documents move manually by messenger, from office to office, but always via the Secretariat. On each pass through ACTSTAT control, the on-line file is interactively updated. This is the only way the computer 'knows' where something is. Each such trip through NSC/S usually takes one to two hours, including messenger time. However, traffic can move as quickly as authority needs it moved.

ACTSTAT computer records contain a log ID serial number, originator name and date, classification, descriptive title, related subjects and countries, action officer, due dates, planned routing and other indicators. Record content varies considerably per type of document being tracked.

While ACTSTAT is concerned with a wide variety of documents, NSCIF concentrates on so-called 'institutional' documents which evolve from the ACTSTAT-controlled process. NSCIF records refer primarily to Presidential Review Memoranda (PRM) and Presidential Directives (PD). Similar to ACTSTAT records but fewer in number, the NSCIF records are more elaborate, allowing for more individual and agency action specifics, cross-reference to other records, meeting data, classification/declassification details, position development chronology, etc., and the text of the PRM/PD itself (a one to two-page document, keyed into the system from the original PRM or PD).

Departments of Defense and State always take roles in the PRM/PD process, which can involve as many as 25 different agencies. The average is closer to five. The process of creating, tracking and disposition of the PRM and the PD is the cornerstone of a complex decision-making process.

On-line ACTSTAT and NSCIF queries and updates are made through reference to the original log ID number. Lacking this number, identification of specific records or classes of records by any of several criteria can be made by use of an on-line retrieval system, SCAN, which uses an inversion of the ACTSTAT and NSCIF files created nightly. SCAN can process simple (AND only) Boolean expressions. Its underlying system, the IBM Aquarius product, can perform more sophisticated searches.

Special features include a capability to automatically transfer part or all of an ACTSTAT record to a NSCIF record, a step often required in PRM creation. There are two automatic linkage capabilities: one can trigger cross-references between documents referenced in ACTSTAT and NSCIF records; the other links related NSCIF file log IDs to provide history and chronological trees of major policy decisions.

A variety of batch reports are produced from the system. Some are used for internal NSC/S information management; others are distributed to the NSC staff. The NSC/S response to the Computer Applications Inventory lists 28 of these reports for ACTSTAT and NSCIF. It was noted that all historical PRMs (or other equivalents, such as National Security Decision Memoranda), since inception of the NSC, are available for file search.

Agencies such as State, Defense and CIA have manual or automated document control and tracking systems which are logically similar to the NSC systems. Significant differences in hardware and software implementation would make integration or direct communication difficult. Manual procedures are presently used to resolve interface problems.

Staff - Facility

None of the 11 Secretariat staff works full time on the system, but among the 8 - 10 directly involved, about 3.5 person-days per day are required. This does not include work on the Intelligence file, or computer maintenance.

Four IBM 3270 terminals support Secretariat control in the EOB; one is at the NSC/S desk in the White House, and two are at other nearby locations. One local printer is available.

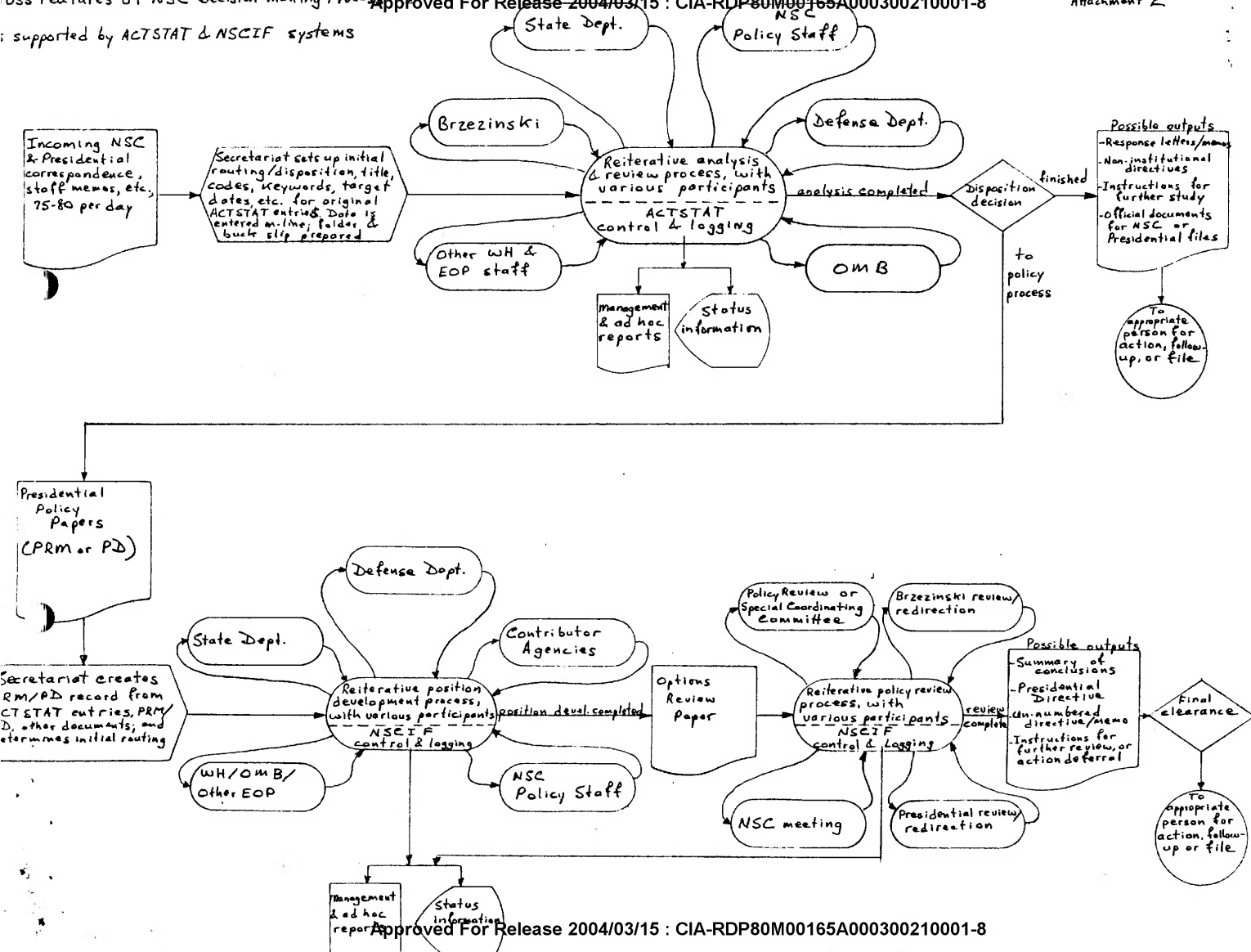
The computer facility is operated by the White House Communications Agency primarily for NSC, though there are four other active White House-based user groups. The facility consists of an IMB 370/145 with 768K bytes of main store, 100M bytes of 3330 disk, and a high speed printer.

All central site equipment, communications links and terminals are secure.

Cross Features of NSC Decision-making Process
 supported by ACTSTAT & NSCIEF systems

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1/12/77
 Attachment 2



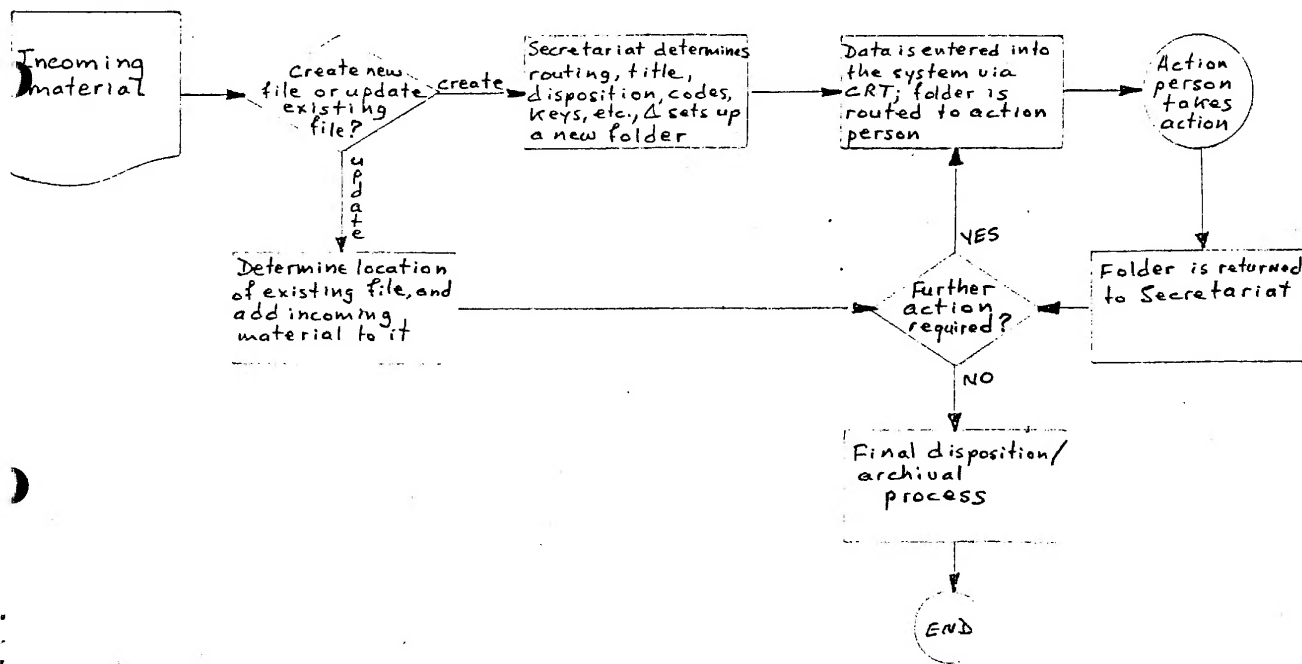
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7/12/97

Attachment 1

NSC Document Tracking - Elementary Logic



SENDER WILL CHECK CLASSIFICATION ON TOP AND BOTTOM		ON TOP AND BOTTOM	
CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL	SECRET
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Executive Secretary Office of DCI		
2			
3			
4			
5			
6			
ACTION		DIRECT REPLY	
APPROVAL		DISPATCH	
COMMENT		FILE	
CONCURRENCE		INFORMATION	
		PREPARE REPLY	
		RECOMMENDATION	
		RETURN	
		SIGNATURE	
<p>Remarks:</p> <p style="margin-left: 40px;">Attached relates to ER 77-7942, 3 May 77, and requests your action.</p> <p style="text-align: right; margin-right: 100px;">NCF</p>			
<div style="border: 1px solid black; width: 100%; height: 100%;"></div>			
		DATE	
		27/7/77	
		SECRET	

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UNCLASSIFIED

CONFIDENTIAL

SECRET

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EXECUTIVE SECRETARIAT

Routing Slip

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	D/DCI/IC				
4	DDS&T				
5	DDI				
6	DDA				
7	DDO				
8	D/DCI/NI				
9	GC				
10	LC				
11	IG				
12	Compt				
13	D/Pers				
14	D/S				
15	DTR				
16	A/DCI/PA				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
20	DDI/OPS ✓				
21	CTR				
22					
SUSPENSE		5 AUG Date			

Remarks:

Per our discussion this date,
Please forward your input to ES
in format suggested in attach. 3.

(for) 4/ Executive/Secretary

8/1/77

Date

25X1

F-7I -

they probably
still haven't
figured out
what we
sent them
yet! :)

Executive Registry
77-7492/6

DDI
16 Aug 77

THE WHITE HOUSE
WASHINGTON

September 13, 1977

MEMORANDUM FOR:

[Redacted]

25X1

FROM:

RICHARD HARDEN

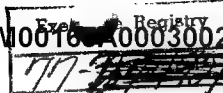
Richard

Just a brief - and belated - note to thank you very much for your report on the information flow of material from the CIA to the Executive Office of the President.

Your comments will prove helpful as we continue to study the best method of coordinating the overall paper flow in the domestic area.

(EXECUTIVE REGISTRY FILE

DDI



16 August 1977

MEMORANDUM FOR: Richard M. Harden
Special Assistant to the President
for Budget and Organization

FROM : [Redacted]
Deputy Executive Secretary

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The attached is a partial response to [Redacted]
27 July 1977 request for an unclassified paper on CIA
information flow to the Executive Office of the President.

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^{430/}
Please contact me (351-4031) for any supplemental
information that may be required.



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Attachment
As Stated

Original - Addressee

- 1 - [Redacted]
- 1 - Ops Center
- ✓ 1 - ER
- 1 - ES Chrono

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(EXECUTIVE REGISTRY FILE)

DDI

Background

The Watch Office of the Office of Current Intelligence, the far more narrowly focussed and unilaterally operated facility out of which the CIA Operations Center evolved over time and in distinct stages predated the White House Situation Room and both served as a model and source of manpower when the Kennedy Administration decided in the spring of 1961 to establish a 24-hour intelligence and policy support function as part of the staff serving the Special Assistant for National Security Affairs. Since its inception, the Situation Room has drawn all of its senior and associate duty officers first from the Watch Office and now the Operations Center. These men and women are journeyman or more advanced level intelligence officers selected from our Operations Center watch teams; usually they have served at the National Military Command Center before being posted to the Situation Room. The seniors (GS-12/13) have successfully completed a previous tour as an associate (GS-8/11) and have benefited from additional training--formal and on-the-job--in our Center before serving their second tour at the White House. Both seniors and associates report to the Director, White House Situation Room.

Purpose - Function

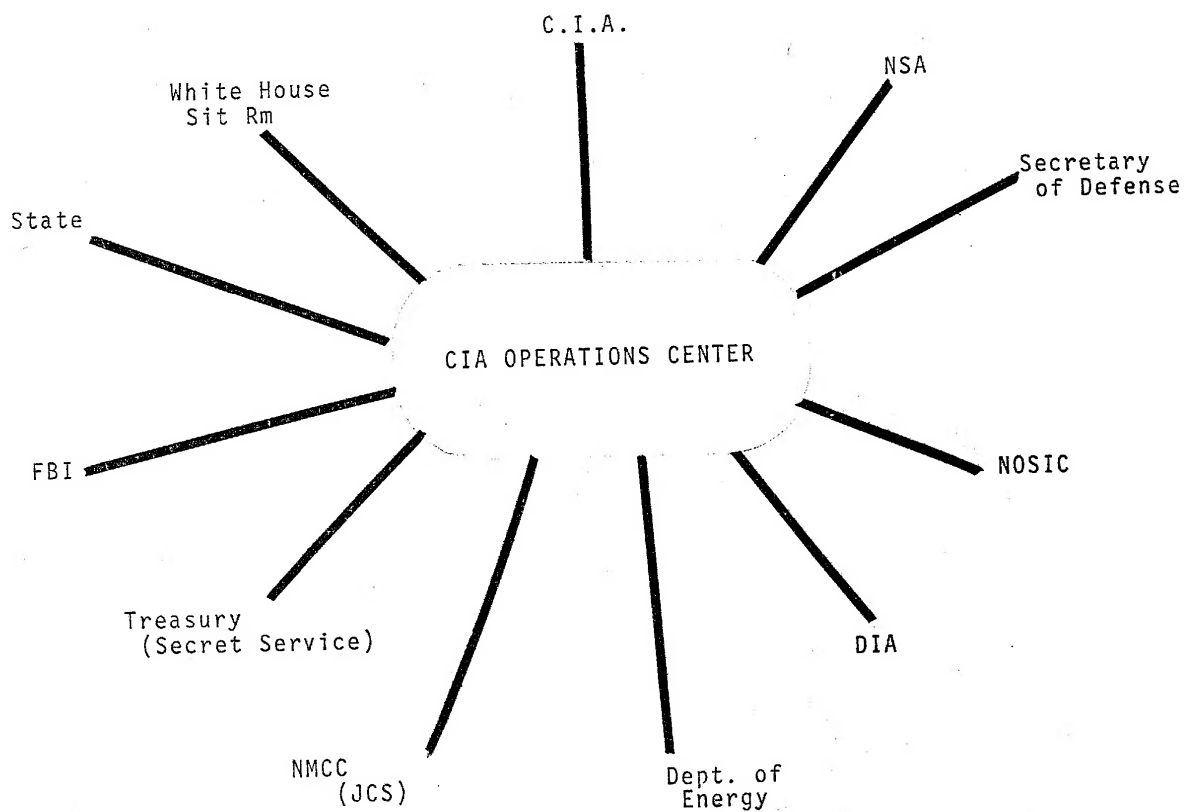
In support of the Special Assistant and the National Security Council Staff, the Situation Room sits atop a network of 24-hour centers maintained throughout the community to serve the departmental interests of State, Treasury, Defense, etc. Those departmental centers serve also to filter out the bulk of electrical traffic received in Washington, so that the Situation Room is the recipient of something close to 500 cables a day, whereas the CIA Operations Center receives and reads in excess of 3600 items every twenty-four hours. The same is true of State's Operations Center, the National Military Intelligence Center, etc. The officers at the Situation Room read relatively little hard copy traffic; they prefer to receive cable electrically so that the information can be stored in their ADP system. Most hard copy traffic, including Agency staff traffic, is routed to the NSC Staff--not the Situation Room.

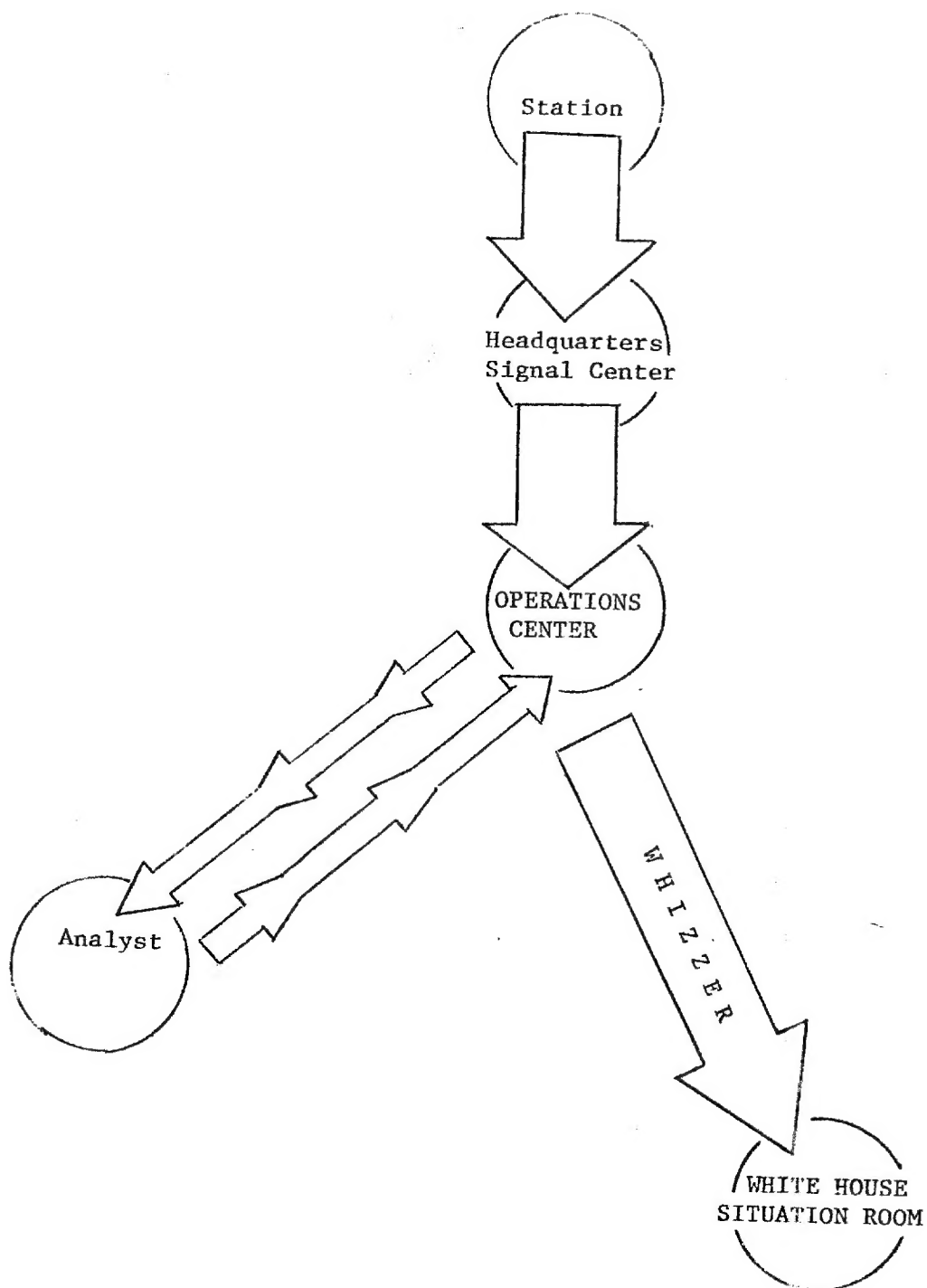
Except in crisis situations, the Situation Room primarily serves the Special Assistant and his immediate staff. In that role, it originates outgoing cable traffic--much of which is passed over Agency links from the Office of Communications to field addressees without the intervention of our Operations Center.

The CIA Operations Center provides current intelligence support to the WHSR via the "Whizzer." White House Spot Report, as well as through other ad hoc memoranda and telephone reports from the Watch teams. The Operations Center services requests for information from the WHSR and acts as a conduit for intelligence material from all substantive components of the Agency, including

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OPERATIONS CENTER COMMUNITY





You may wish to convey this to DCI in response to his question to you of 3 May.

The memo has been coordinated with OCR and Ops Center in the DDI, and also with ORD.

You also should be aware that the DCI asked [redacted] (IC Staff), via [redacted] to respond to the same memo. Nate has seen a draft of our response and had no problems with it. Nate will prepare a separate response to the DCI dealing with some Community systems.

[redacted]
Sayre Stevens
DDI

Date

13 MAY 1977

FORM 101 USE PREVIOUS EDITIONS

(EXCLUSIVE SECURITY FILE) DDI